



**STATE OF MONTANA  
DEPARTMENT OF CORRECTIONS  
POLICY DIRECTIVE**

Policy No. DOC 1.1.1	Subject: <b>PURPOSE, MISSION, &amp; MANAGEMENT PHILOSOPHY</b>
Chapter 1: ADMINISTRATION AND MANAGEMENT	Page 1 of 3
Section 1: General Administration	Effective Date: Jan. 22, 1996
Signature: /s/ Bill Slaughter, Director	Revision Dates: 01/05/98; 11/07/02; 01/18/06

**I. POLICY**

The Department of Corrections will manage correctional divisions, facilities, and programs in accordance with the purpose, mission, and philosophy of this policy.

**II. APPLICABILITY**

All Department divisions, facilities, and programs.

**III. REFERENCES**

- A. 2-15-112, 46-18-101, 52-5-101, 53-1-203; *Montana Code Annotated*
- B. Article II, § 28, *Mont. Const.*; Article XII, § 3, *Mont. Const.*
- C. 4-4001, 4-4002; *ACA Standards for Adult Correctional Institutions, 4<sup>th</sup> Edition*;  
3-JTS-1A-01 through 3-JTS-1A-06; *ACA Standards for Juvenile Correctional Facilities*

**IV. DEFINITIONS**

Division Administrator – For the purpose of this policy, division and facility administrators, wardens, and superintendents under the direct supervision of the Department director.

**V. DEPARTMENT DIRECTIVES**

**A. Department Mission Statement**

The Montana Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community, and supports victims of crime.

**B. Department Goals**

1. To maintain the safety of the Montana public and the security of our citizens, communities, and homes.
2. To earn public trust through openness and responsiveness.
3. To provide accurate, timely information and support that contributes to the restoration of victims of crime.
4. To reduce the risk of offenders committing more crimes by enhancing treatment programs in secure facilities and increasing dependence on community corrections programs and services, all of which are designed to help offenders succeed as productive, law-abiding citizens and remain out of prison.

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5. To operate correctional programs that emphasize offender accountability and rehabilitation, staff professionalism and responsibility, public safety, and efficient use of taxpayer dollars.
6. To provide an employment and program environment based on professionalism, personal responsibility, and respect for each individual.

### **C. Department Objectives**

1. Each division, facility, and program will formulate measurable objectives that contribute to the Department's ability to operate within the state constitution and state law, support its mission, and achieve its goals. Objectives will be clear, concise, and identify specific implementation dates.
2. The Department director will:
  - a. annually review and approve division, facility, and program objectives;
  - b. identify if prior objectives were successfully met;
  - c. assess if objectives supported Department goals; and
  - d. establish new objectives.
3. Division administrators will maintain the necessary policies and operational procedures to ensure programs and operations are maintained within the scope of Department policy.

### **D. Management Philosophy**

1. The Department of Corrections will manage and supervise the State of Montana adult and youth corrections programs.
2. The Department director will manage and supervise the Department through an organizational structure that delegates responsibilities to division administrators.
4. The Department director and division administrators will manage and supervise in conformance with, and in support of, the Department's mission statement.
5. Division administrators will adhere to the following management philosophy and principles to carry out the Department's mission:
  - a. manage programs by effective supervision techniques and quality management principles that incorporate team problem solving, employee participation, openness, respect for chain of command, and delegation of decision-making, authority, and responsibility to the lowest effective level;
  - b. emphasize effective internal and external communication, ensure accurate and timely consultation with the Department director, and adhere to Department policy and standards;
  - c. require staff participation in all facets of mission and program development;
  - d. develop short- and long-term program objectives as key elements to determine effective staff performance; and

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- e. operate programs within allocated budget limits and delegate budget management authority to subordinate levels of supervisor and management staff to broaden ownership and accountability for expenditures at all management levels.

## **VI. CLOSING**

Questions concerning this policy should be directed to the Department director.